

SECTION 8 PROPOSAL REQUIREMENTS AND INSTRUCTIONS

Please submit concise responses with only the requested information and organized in the format listed as follows.

TRANSMITTAL LETTER

The transmittal letter, submitted on company letterhead, should identify the lead development entity and major team members, and include the name, phone numbers, and signatures of individual(s) authorized to receive official communication from and negotiate with NPS on behalf of the team. Reference the qualifications submitted by the RFP respondent in its January, 2000 response to the RFQ and highlight any material changes in the team composition, qualifications, financial position or other information.

On a separate sheet of paper, provide a brief description of the Project team, overall rehabilitation, and development concept (maximum of three hundred (300) words) for the purpose of NPS press releases and public review. The description should include, but not be limited to:

- Overall design approach.
- Sustainability.
- Historic preservation.
- Total number of lodging rooms.
- Lodging rooms in rehabilitated historic buildings.
- Lodging rooms in non-historic or new construction.
- Total square feet of meeting space.
- Relationship to the Institute and NPS programs.
- Spaces and uses available to the general public.
- Overall distinguishing factors.

Any press materials about the RFP proposals issued by any of the prospective respondents should be reviewed by NPS review prior to issuance.

QUALIFICATIONS OF TEAM MEMBERS OTHER THAN DEVELOPER AND MANAGEMENT COMPANY

- Name, address and phone of firm(s).
- Names of project manager and other key staff.
- Firm description.
- Summary of reasons for inclusion of firm in Project team.
- Specific role in the development or operation of the Project.

- Qualifications of firm(s), including descriptions of conference center and comparable projects recently completed.
- Qualifications of individuals designated for the roles of Historic Architect, Conservator, Archeologist, Historic Landscape Architect, Historic Structural Engineer, and New Building Architect.
- Descriptions of at least two (2) comparable historic rehabilitation projects (Historic Architects only).

Components of the design team are further discussed in RFP Exhibit C.

A D D I T I O N A L Q U A L I F I C A T I O N S O F L E A D D E V E L O P M E N T A N D M A N A G E M E N T C O M P A N I E S

Identify and provide resumes of the managing partner/principal-in-charge (PIC) and project manager (PM) of the lead Developer and Management Company. Provide the project manager's direct experience managing and supervising the development and construction of conference centers or comparable lodging projects. Provide three (3) client references for the Developer and Management Company.

Identify and describe all conference centers developed and managed by the Developer and Management Company over the last ten (10) years that are comparable to the Project. Include existing or planned projects, as well as projects under construction, in terms of percentage of portfolio, which fall within the following conference center categories: executive; corporate; resort and university; and conference center hotel.

Indicate your experience with long-term lease transactions. Provide a summary of existing similar leases that the Developer and/or Management Company currently hold in its portfolio, particularly if they are conference or hospitality projects. Indicate if any of these leases were with government agencies, particularly the Federal government. In narrative and/or graphic form, describe your approach to developing the required legal and supporting documentation for the Project, including the selection of legal counsel and the qualifications and experience of your legal teams. Provide a list of relevant documents, and attach samples if appropriate.

Provide an organizational chart, identifying the firms, principals in charge, and roles and responsibilities of each firm on the Project team. Reference the Final Lease ownership and financing structure as part of the organizational chart or as an additional chart, including the percentage ownership and type of financing (e.g., debt, equity, loan guarantee, etc.) of each identified entity. Clearly identify the entity with which NPS will enter into the Final Lease, as well as any superior or subordinate entities, and clearly identify the ownership status of these entities. Indicate if any of these entities have operations or interest in other operations in other National Parks, or in geographic areas adjacent to the GGNRA.

Provide consolidated 1999 and 2000 audited financial statements for the lead Developer and Management Company.

Identify the team members that currently have an established local (San Francisco Bay Area) office. If the lead development entity is not currently local, describe the plan for establishing a local presence necessary to manage and operate the Project.

OTHER POTENTIAL OWNERSHIP ENTITY

In the event that the Selected Developer plans to assign, transfer, or sell the leasehold interest to an identified company within five years of signing the Final Lease with NPS, explain this scenario and provide the following information on the potential assignee:

- Name, phone number and address of the lead contact person authorized to negotiate on behalf of the firm.
- Firm description, core business, and date of legal establishment.
- Listing of owned projects in portfolio, highlighting conference center or hotel projects.
- Corporate philosophy on long-term holding of property versus investment/sale strategy.
- Prior and current experience with long-term leases.

PROJECT REHABILITATION AND DEVELOPMENT PLAN

Describe in narrative form the development concept for the Project, including the items listed below. As part of the RFP response, complete the Development Summary Template included in RFP Exhibit B.

PROPOSED BUILDINGS USE

Complete the summary table with the following details for each existing building and new construction:

- Building number.
- Square footage by use.
- Total number of lodging rooms.
- Number of suites.
- Number of standard rooms.
- Square feet of meeting, dining facilities, recreational amenities and other uses.

SCHEDULES

Provide design, pre-development, construction and operations schedules, including plans for Project phasing (if applicable).

BUILDING DESIGN PLANS AND RENDERINGS

Please note the requirement for a conceptual site plan and building designs is not intended to be a “beauty contest”. Rather, NPS will evaluate these submitted plans and designs based on consistency with the Fort Baker Plan objectives and FEIS.

APPROACH

In narrative and graphic form, describe the overall design objectives and proposed character of the Project. Indicate the approach used to comply with the *Secretary of Interior's Standards for the Treatment of Historic Structures* in the treatment of historic buildings and compatible design of other buildings. For new buildings, include a summary of proposed building materials (external and internal). Include discussion of the landscape design approach in both the Historic Core and the Capehart areas.

CONCEPTUAL DESIGNS AND RENDERINGS

Submit conceptual designs and renderings in a reduced 11 inch x 17 inch format illustrating conceptual floor plans in the rehabilitated historic structures, Capehart units and all proposed new construction. Graphically block out areas of floor plans by proposed use; for historic buildings, graphically indicate any proposed new partition walls. Larger presentation boards in color are optional, but encouraged. All architectural materials should have a title block identifying the RFP respondent. If new buildings are proposed, provide sufficient elevations and perspective renderings to fully convey the proposed massing, scale, color, texture, architectural character and relationship to setting.

CONCEPTUAL SITE PLAN

Submit a conceptual site plan in a scale of 1 inch = 100 feet illustrating the proposed site configuration including:

- All existing and proposed buildings required by the Project.
- All existing buildings in the Project area are not required by the Project.
- Pedestrian circulation.
- Vehicular circulation and parking including the number of parking spaces.
- Recreational amenities including trails.
- Landscaped areas and open space.
- Vehicle circulation and road access restrictions, if applicable.

Details such as sections, elevations and other drawings are encouraged to assist in explaining any design concepts for the Project.

CONCEPTUAL LANDSCAPE PLAN

Submit a conceptual landscape plan at 1 inch = 100 feet showing areas to be landscaped with an indication of the following types of plant materials to be used:

- Horticultural or non-native plant materials.
- Lawn or turf.
- Native plant materials.

The concept for planting and irrigation should be described emphasizing the use of sustainable principles such as drip irrigation, reduction of water usage, etc.

In narrative form, describe a restoration plan for the Parade Ground in accordance with RFP Exhibit C.

P L A N F O R M A T S

All plans shall be submitted in a reduced 11 inch x 17 inch format in black and white. The plans shall also be included in the submittal package at a minimum scale of 1 inch = 32 feet using diazo blackline, blueline, or xerox prints. Print plans may be folded to fit in the package. All plans shall have:

- Title block identifying the RFP respondent.
- Dimensional scale.
- North arrow.
- Date.
- Sheet numbers.

Color plans and/or large presentation boards are encouraged. Please use the Fort Baker topographical map (Supporting Document S-21) provided by NPS to produce your base map.

U T I L I T I E S A N D I N F R A S T R U C T U R E P R O G R A M

Provide in narrative form a Utilities and Infrastructure Program Statement for the Project, including:

- Description of the Selected Developer's requirements and conceptual program for infrastructure improvements within the Project area.
- Recommendations for operation and management (O&M) of utilities services required to support the Project.

The response shall include the following information.

E N E R G Y S E R V I C E S (E L E C T R I C A L A N D N A T U R A L G A S)

Describe the requirements for energy services (electrical and natural gas) to support the Project.

Provide a conceptual improvements program for these systems including a recommended improvements list, a keyed plan and a preliminary cost estimate for these proposed systems to be completed by the Selected Developer in the Project area.

Describe concepts for limiting the use of non-renewable energy resources including, but not limited to natural gas at the Project.

Submit recommendations and preferences for the procurement of energy and O&M services serving the Project and Fort Baker, including the application of renewable versus conventional energy sources.

POTABLE WATER, SANITARY SEWER, AND IRRIGATION SERVICES

Describe the requirements for potable water, sanitary sewer, and irrigation serving the Project.

Provide a conceptual plan improvements program for these systems including recommended improvements list, a keyed plan and a preliminary cost estimate for these systems to be completed by the Selected Developer in the Project area.

Describe a program for limiting or conserving the use of potable water resources at the Project.

Submit recommendations and preferences for the O&M of potable water, sanitary sewer, and irrigation systems at the Project and Fort Baker.

DRAINAGE

Describe drainage measures to mitigate the impacts from the rehabilitation and operation of Project facilities.

Provide a conceptual improvements program for these measures including a recommended improvements list, a keyed plan and a preliminary cost estimate for these proposed measures to be completed by the Selected Developer in the Project area.

COMMUNICATIONS SERVICES

Describe the communications service requirements for the Project, including voice, data, television, Internet, and other broadband services.

Provide a conceptual improvements program for these measures including a recommended improvements list, a keyed plan and a preliminary cost estimate for proposed services to be completed by the Selected Developer in the Project area.

Provide service provider preferences and describe any existing service contracts that are available for use at the Project.

SUSTAINABILITY PROGRAM

Provide a three (3) part response highlighting proposed strategies to implement a Sustainability Program at the Project. The response shall include the following:

S U S T A I N A B I L I T Y P R O G R A M S T A T E M E N T

Describe in narrative form a comprehensive program of environmentally sustainable policies and practices for the Project, including the items listed below:

- Within Building Envelope Measures

Provide proposed measures for conserving energy and other resources in the design and rehabilitation of new and existing Project buildings (See RFP Exhibit F).

Identify design strategies, appropriate technologies, construction materials, mechanical systems, and other equipment that contribute to sustainable building design and future operation.

Describe pre-construction and post-occupancy measures to ensure building performance including commissioning and measurement and verification.

- Project Operations

Propose measures for sustainable business practices and overnight guest / park visitor education about the operation and maintenance of the Project.

- Energy Management and Monitoring

Propose partnerships with NPS in the development of a Fort Baker energy management and monitoring system (EMS). Provide an EMS implementation strategy for the Project and a funding commitment. EMS must be capable of generating energy usage data for all Project facilities with real time reporting capability. EMS may be included in response to Applied Technology Demonstration and Education Project(s), (see below).

- Applied Technology and Interpretive Demonstration Projects

Propose an approach to developing Applied Technology and Demonstration Projects at the Project, including possible partnerships with NPS or third parties and specified funding commitments. (See RFP Exhibit F)

Include a description of proposed technical designs, conservation goals, and available resources for implementation.

L E E D S U B M I T T A L

Complete a conceptual response to the US Green Building Council's LEED Green Building Rating System Version 2.0 including completion of the LEED scorecard and LEED submittal summary per the instructions provided in the LEED documents in RFP Exhibit F-2. Where applicable, break out individual responses within each LEED category for new versus existing Project buildings. The LEED response should support the preparation of the Sustainability Program Statement.

BUILDING ENERGY BUDGET SUBMITTAL

Complete a conceptual response to the “Fort Baker Building Energy Budget” per the instructions provided in RFP Exhibit F-3 for new and existing Project buildings.

PROJECT MANAGEMENT PLAN

Describe the overall management approach, objectives, and philosophy of the Developer and Management Company as applied to the Project.

LODGING BUSINESS

Indicate complete meeting package (CMP) and non-conference center average daily rates (ADR) for the various room types (include projected average, low and high). Describe potential services included in the CMP rates and other conferencing services. Provide examples of projects currently under management by the Developer or Management Company with similar services. Estimate the percentage of conference versus non-conference lodging use.

TYPE OF MEETING FACILITIES AND SERVICES

Describe the type and quality of meeting and assembly rooms, including physical improvements, furnishings, available services, and plans for high-technology infrastructure and amenities such as videoconferencing, computer terminals, high speed internet access, etc.

DINING AND RETAIL OPERATIONS

Describe dining, food service, and ancillary retail (“convenience store”) services included in the Project. Outline the type of service(s), products, hours of operation, and pricing strategies.

PUBLIC ACCESS

Describe the location and type of facilities and programs that will be accessible to general park visitors who are not conference guests. Describe specific provisions you would propose for inclusion in special event guidelines utilized by NPS for management of the Parade Ground.

CHAPEL

Describe the proposed uses, programs, and number of events per year for the chapel, if applicable.

RECREATIONAL AMENITIES

Summarize the type and location of indoor and outdoor recreational facilities and other amenities at the Project and methods for utilizing other parts of GGNRA for guest recreational and team-building activities.

MARKETING

Describe your proposed “Fort Baker Marketing Plan”.

Provide the Project’s image and branding concept. Specifically, indicate the team’s requirements for marketing its own name brand and methods to ensure that the NPS image will predominate as the site owner, steward, and principal interpreter.

EMPLOYEES

Estimate the number of full-time and part-time staff and plans for on-site housing, if applicable. Indicate what services may be provided by contractors rather than employees, and your rationale for these decisions. Describe your corporate policy (and the policy of the Management Company, if applicable) regarding employee relations, wages and benefits, training, and education and advancement. Provide examples of this approach for past and current projects, including projects in the San Francisco Bay Area. Indicate how wage rates and benefits are assumed in the Project pro forma. If applicable, describe your firm’s experience (and the experience of the Management Company, if applicable) with third party and/or government entities on these matters.

INTERFACE WITH PARK AND FORT BAKER INSTITUTE PROGRAMMING

Describe plans for educating guests and employees about the Project’s location within a National Park; its relationship with other GGNRA tenant; and anticipated Fort Baker Institute programs.

TRANSPORTATION AND PARKING DEMAND MANAGEMENT (TDM) PLAN

Provide a proposed approach to fulfill the requirements for a comprehensive and industry-leading TDM plan for the Project, including and surpassing the measures already required by the Fort Baker FEIS.

Provide background information on the team’s past experience and expertise developing and implementing successful TDM plans.

TRANSPORTATION AND PARKING MANAGEMENT

In paragraph form, describe the general approach to transportation and parking demand management for the Project, including implementation of the TDM plan and related requirements of the FEIS, and any special marketing and incentive/disincentive programs.

Describe any transportation and parking demand management systems developed and operated by your team relevant to the Project. If applicable, also describe systems developed and operated by your Management Company. Provide the name, contact information, and qualifications of applicable staff, consultants, or contractors who will design and operate the traffic and parking management programs for the Project.

Describe your approach to ensuring the success of your TDM strategies. If the Project parking demand exceeds the committed supply on a given day or consistently over time, describe the actions you would take to resolve the problem.

Propose a format and suggest language, if appropriate, to include in the Final Lease or similar operating agreement(s) with NPS related to implementation of your proposed transportation and parking management programs.

P R O J E C T T R A N S P O R T A T I O N A N D P A R K I N G M A N A G E M E N T

Describe your approach to transportation and parking demand management related to Project guests. Provide graphics indicating how this approach would be implemented in concert with the physical layout of the Project (location of parking lots, number of spaces, shuttle routes and stops, etc).

Describe how the program would handle arrivals and departures for a variety of guest profiles, including guests from the Bay Area and those from outside the Bay Area.

Describe how other transportation needs of the guests will be met during conferences (other than conference arrivals and departures), such as trips to Sausalito, San Francisco, or other destinations.

Provide a conceptual estimate of the effects of these programs relative to the baseline (non-mitigated), peak period, Project traffic (weekday morning, weekday afternoon, and weekend afternoon) and parking totals in the FEIS. Indicate your methodology and approach to monitoring and evaluating the effectiveness of your programs.

P R O J E C T E M P L O Y E E T R A N S P O R T A T I O N A N D P A R K I N G M A N A G E M E N T

Describe your approach to transportation and parking demand management related to Project employees. Provide graphics indicating how this approach would be implemented in concert with the physical layout of the Project (on-site guest transportation, relationship to car rentals agencies, number of parking spaces, location of parking lots, shuttle routes and stops, etc). If applicable, explain how the provision of on-site employee housing would contribute to these programs.

Provide a conceptual estimate of the effects of these programs relative to the baseline (non-mitigated), peak period, Project traffic and parking totals in the FEIS. Indicate your methodology and approach to monitoring and evaluating the effectiveness of your programs.

V I S I T O R T R A N S P O R T A T I O N A N D P A R K I N G M A N A G E M E N T

Describe your approach to transportation and parking demand management related to other Fort Baker tenants and park visitors, such as shuttle bus service. Provide graphics indicating how this approach would be implemented in concert with the physical layout of the Project (location of parking lots, number of spaces shuttle routes and stops, etc).

Describe how parking dedicated to adjacent uses (such as the Bay Area Discovery Museum, the Fort Baker waterfront, and NPS Visitor Center) will be addressed. Describe how these programs would relate to special events at Fort Baker.

Provide a conceptual estimate the effects of these programs relative to the baseline (non-mitigated), peak period, Project traffic and parking totals in the FEIS. Indicate your methodology and approach to monitoring and evaluating the effectiveness of your programs.

O F F S I T E P A R K I N G

If offsite (non-Fort Baker) parking is to be provided for Project guests and/or employees, provide a conceptual estimate of where these spaces would be located and how users will be transported to the Project.

C O R P O R A T E C I T I Z E N S H I P A N D D I V E R S I T Y

Describe the strategy and approach for working with the local and neighboring communities to refine the Project's final development and operating plans including on-going communications during the planning and construction phases; e.g, meetings, story boards, signage, web site. Provide descriptions of successful approaches used in other comparable projects that required a close working relationship with local government jurisdictions, labor or community groups.

Describe your approach to community involvement and philanthropy.

D I V E R S I T Y G O A L S A N D T E A M C O M P O S I T I O N

State your minority and women participation goals for the development and operation of the Project, including timetables as appropriate, and outline the steps you will take to meet these goals.

Describe the percentage of minority and women ownership in the proposed lessee entity (if applicable), and how you will insure that the development, construction, and operation of the Project will, if possible, reflect the socioeconomic diversity of the greater San Francisco Bay Area and the programmatic goals of the Fort Baker Plan in employment of minorities and women. Indicate your willingness to provide periodic reports to NPS on the results of your efforts.

Discuss the steps you will take to assure utilization of M/WBE's as vendors and contractors for your proposal, including the construction and rehabilitation phases of the Project. State whether you have participated in a previous permit, contract, or subcontract subject to the Equal Opportunity Clause contained in Executive Order No. 11246 and describe the circumstances.

Describe any instances in which you failed to file all required Equal Opportunity reports, either under the requirements of Executive Orders or the Civil Rights Act.

A D A

The Americans with Disabilities Act requires that every effort be made to accommodate individuals with disabilities in the activities, services, and facilities of Fort. Describe how you propose to ensure compliance with the Americans with Disabilities Act.

B U S I N E S S O F F E R

The proposal should include, at a minimum, the following business terms.

P R O P O S E D B A S E R E N T

State the amount of the annual Base Rent and the point in time in which the Base Rent will commence. In addition, state the selected index and time period for adjusting the Base Rent, including periodic reappraisals. Note that NPS expects to participate in net proceeds from refinancing. The offer should propose the required NPS participation in the refinancing proceeds in the form of “bonus rent”, specified as a percentage of net proceeds.

P E R C E N T A G E R E N T

State any proposed provision for overage (“percentage”) rent above the Base Rent and indicate the basis for determining the amount.

S E R V I C E D I S T R I C T C H A R G E A N D N P S G U E S T P R O G R A M P A Y M E N T S

Provide an annual schedule of Service District Charges that will be paid to the NPS based on the submitted development schedule. Provide a projected schedule of NPS Guest Program Payments based on size of the Project and predicted occupancy levels.

D E F I N I T I O N O F L E A S E H O L D P R E M I S E S

In narrative and/or graphic form, describe your initial approach to defining the premises, and highlight issues to be addressed in subsequent negotiations with NPS.

A C C E P T A N C E O F B A S I C B U S I N E S S T E R M S I N T H E F O R M L D D A A N D F O R M L E A S E

Indicate acceptance of the basic business terms in the RFP, including the requirement that the fee ownership not be subordinated.

Respond to the Form LDDA and Form Lease.

Provide specific rationale for any suggested modifications.

NPS AND FORT BAKER INSTITUTE SUPPORT

Propose a comprehensive package for supporting NPS and/or the Institute at Fort Baker including, but not limited to the following:

- Percentage of room nights set aside using Federal per diem rates for San Francisco.
- Mechanism for administering and operating the facility pricing.
- Utilization and priority reservations by the NPS and the Institute.
- Terms and conditions for providing advance reservation priority to the NPS and the Institute at market rates.
- Location, size, amenities and terms of the office space and residential units for use by NPS and the Institute.

PERFORMANCE MILESTONES AND BENCHMARKS

Indicate the proposed time schedule for Project performance milestones and benchmarks including, but not limited to, design, construction, opening, occupancy, energy use, transportation mitigation measures, work force diversity, sustainability, etc. Summarize how these milestones should be incorporated into the LDDA and Final Lease.

EXPECTATIONS OF THE NPS

Indicate any assumptions about the performance of NPS in the Project that are required by your proposal.

OTHER KEY BUSINESS TERMS

State any other key business terms that are a part of your proposal. Indicate mechanisms for providing a guarantee(s) to NPS for timely Project completion and performance.

PRO FORMA AND FINANCING PLAN

NPS expects RFP respondents to submit realistic pro formas, business terms and financing plans that do not overstate the expected financial performance of the Project.

NPS must generate sufficient Project revenues from the Final Lease with the Selected Developer to cover the Project's proportional allocation of Fort Baker's operational and capital costs. **However, the quality, experience, and creativity of the proposed Project and its consistency with the Fort Baker Plan are more important to NPS than revenue maximization.**

If you are unable to obtain a feasible Project under the minimum business terms outlined in the this RFP, describe options open to NPS to create an opportunity for a feasible Project that is consistent with the goals and objectives highlighted in the Fort Baker Plan, FEIS, and RFQ and RFP. This could include possible NPS financial participation in certain operational expenses through investment of NPS Guest Program Payment revenues in the Project related to the Project's required FEIS mitigations, including TDM programs, or subsidization of below-market rate rooms for NPS and/or Institute program participants.

If applicable, provide a brief narrative summary of the potential impacts on your proposal and the Project of NPS financial participation. Indicate the proposed change in development and operating parameters (e.g., project size, phasing, room rates, etc.) and other key requirements OR provide supporting documentation such as pro formas or alternative conceptual building and site plans.

PRO FORMA PROPOSALS

Pro Forma proposals must include a financial projection (“pro forma”) that outlines development and operating assumptions and cash flow projections for a 10-year period including the pre-development (LDDA) phase. The pro forma must be specific with respect to all assumptions and variables such as development program by building or product type, project phasing, unit costs and revenues, and year of cash flow. The pro forma should be submitted in hard copy format and a computer-readable, spreadsheet format using Microsoft Excel. Refer to RFP Exhibit E for the basic elements that must be included in the pro forma.

FINANCING PLAN

Indicate the sources for financing, including equity participation (amounts and terms), debt (amounts and terms), debt guarantees, bridge financing, historic tax credits and other elements if applicable. Describe the specific roles of each firm on the Project team that will participate in construction and permanent loan(s).

Indicate if you intend to apply for historic rehabilitation tax credits as a component of equity. In narrative form, describe how the tax credit approval and placement process will be incorporated into the Project’s design, development, and financing schedule.

TAX EXEMPT FINANCING

Indicate if you intend to utilize tax-exempt financing. In narrative form, describe how the tax-exempt bond approval and syndication process will be incorporated into your design, development, and financing schedule. Provide sufficient information to enable NPS to verify the entities interested in issuing and underwriting the bonds while being consistent with the terms and conditions of the long-term lease. Describe how the process would work in light of Federal tax law and the requirements that all buildings remain owned by the Federal government, and include an opinion letter from a qualified bond counsel. In addition, if tax-exempt financing is the primary financing vehicle proposed, an alternative financing strategy must be provided in the event tax-exempt financing proves infeasible.

LENDER “COMFORT LETTER”

Provide at least one “comfort letter” from each financing source indicating interest in financing the Project. If a “comfort letter” is not available, explain in narrative form the process you intend to follow to obtain one, and provide one letter of intent from a lender indicating interest in financing the Project. The letter should include financing parameters including the amount or the percent of the Project cost that the lender is willing to finance.

INVESTMENT STRATEGY

Indicate the long-term plan for holding and operating the Project. Summarize and provide examples of the team's typical investment and holding strategy, including reasons for recent conference center or hotel sales. Provide a narrative description of the expected short- and long-term contractual relationship and any existing partnerships or contracts between the Developer and Management Company, if separate entities.

CERTIFICATIONS

Describe any instances in the last ten (10) years in which the Developer and/or Management Company have been in default of a governmental contract or lease. Provide an explanation of any these instances, including the resolution and/or current status. Indicate your acceptance of and adherence to Federal drug-free workplace standards at the Project.

PROPOSAL AND DELIVERY INSTRUCTIONS

Ten (10) bound copies of the proposal and one unbound, single-sided original suitable for photo-duplication must be received by the NPS no later than **4:00 p.m. on August 13, 2001 at the following address:**

**Office of the Superintendent
Attn: Fort Baker RFP
National Park Service
Golden Gate National Recreation Area
Building 201, Fort Mason
San Francisco, CA 94123**

The submittal must be enclosed in a sealed tube(s) or box(es). Pages and/or drawings larger than 8 .5 inches x 11 inches or materials that cannot be rolled or folded may be assembled in separate packages.

Write on the outside of the package, **"RFP Submittal – Mail Room Do Not Open"**.

The NPS will not accept facsimile or electronic submission of RFP responses. However, withdrawal of RFP responses by facsimile or email will be accepted.

The NPS will not accept or consider any proposals after the time specified for receipt.

The NPS will not return proposals after the response deadline, and NPS will not furnish any pre-selection information concerning the status of a proposal other than to acknowledge its receipt.

NPS retains the right to submit additional clarifying questions in writing to RFP respondents as part of the RFP evaluation process. All RFP respondents will be given an equal opportunity to respond in writing to these clarifying questions. NPS will evaluate the RFP responses solely upon the information requested.

If you have any questions about this RFP, contact:

Stephen Kasierski
NPS Fort Baker Real Estate Project Manager
National Park Service – GGNRA
Building 201, Fort Mason
San Francisco, CA 94123

Phone: (415) 561-4473

Fax: (415) 561-4410

Email: steve_kasierski@nps.gov

All proposals and supporting materials submitted in response to this RFP may be disclosed by NPS following evaluation and selection to any person upon request pursuant to the Federal Freedom of Information Act. Federal policies provide a mechanism for respondents to identify trade secrets or confidential commercial or financial information as exempt from disclosure. See RFP Section 9 for more information.